

**OPERATIONS BUSINESS TEAM**  
**April 19, 2000 (DRAFT)**

	OPPORTUNITY CATEGORY	DECISIONS AND ACTIONS	STATUS / ISSUES / COMPLETION DATES	NEXT OBT REVIEW DATE	RESPONSIBLE PERSON(S)
1	Communications	Review of Video "Together We Move Mountains"	Video reviewed.	DONE	T. Hanson
2	Compliance	Institute of Medicine (IOM) Presentation	Presentation made..	DONE	R. Solana
3	Compliance	Preparations for Customs Inspection	Update given. D. Milby to attend meeting with Customs Port Authority on 4/10/00 and begin meeting by presenting PM USA Mission and 5 C's.	DONE	M. Farriss & DLM
4	Consolidation & Integration	Production Plan & CC3 Update	Update given. Decided not to run OT for Japan cold storage this year.	DONE	H. Burnley & SR
5	Costs & Cash Flow	Primary Yield	As a result of "Team Check In" discussion, H. Burnley to investigate new measure of primary yield for which primaries can be accountable.	DONE	H. Burnley
6	Costs & Cash Flow	2000 2RF Budget Direction, Target Setting & Pro/Con	Review conducted. Finance to provide as much actual April 2000 results as possible for the 5/10/00 2RF Final Operations Review. Will attempt to accelerate BBO increase in blends currently scheduled for 7/1/00. E. Johnson to review Cost Section of Strategic Plan and begin cash flow calculations. For 2RF budget, S. Rivera to optimize factory OT and determine a suitable date to cut off CTF programs at Homestead for this year.	DONE	M. Saine
7	Costs & Cash Flow	E-Procurement Pilot Project	Presentation made.	DONE	H. Long
8	Costs & Cash Flow	LMCP Analysis	Recommendations made and accepted to outsource perforation to Mundet with new equipment, quality and process controls and whatever oversight is necessary. Will review outsourcing decision with Louisville bargaining unit(s) ASAP. Approved recommended relocation of mentholation operation to Flavor Center.	DONE	H. Burnley

**OPERATIONS BUSINESS TEAM**  
**April 19, 2000 (DRAFT)**

9	Costs & Cash Flow	QUARTERLY Review - Strategic Equipment Reserve	Review conducted.	DONE	H. Alonso & SR
10	Costs & Cash Flow	QUARTERLY Update on Symphony	Update given. H. Burnley will review business case with OBT on 5/18/00.	DONE	H. Burnley & JAC
11	Costs & Cash Flow	Strategic Plan Review	Review of Converting Cost, Other Fixed Manufacturing Expense, Inventories and Reducing Operating Locations conducted.	DONE	H. Burnley
12	Organizational Capability	Advancement Planning	R. Driver to facilitate. Balance of meeting to be devoted to this topic.	4/20/00	K. Benner
13	Organizational Capability	MONTHLY - Creating the Future Update	OBT will follow up at 4/20/00 OBT meeting with a "Want To Do" list for each of the Operations 10X Initiatives from the OBT Keswick meeting. Time: 30 min.	4/20/00	OBT
14	Quality System Implementation	Management Review 1	D. Connor & R. Fenner to make presentation. Time: 1 hr.	4/20/00	JAC
15	Communications	Intranet Council	T. Jarona & B. Kelly to make presentation. Time: 30 min.	4/28/00	JRN
16	Compliance	Document Collection for Litigation	J. Mahon to make presentation. Time: 45 min.	4/28/00	J. Holleran
17	Consolidation & Integration	Production Plan Update	R. Kelly to give update. Time: 30 min.	4/28/00	H. Burnley & SR
18	Costs & Cash Flow	2000 2RF Progress Update	M. Saine & E. Johnson to make presentation. Time: 1 hr.	4/28/00	M. Saine
19	Costs & Cash Flow	Financial Policy Updates	M. Saine to provide updates. Time: 15 min.	4/28/00	M. Saine
20	Costs & Cash Flow	QUARTERLY Review - Open Capital Projects	M. Saine to provide 1Q '00 report on open capital projects. Time: 20 min.	4/28/00	M. Saine
21	Costs & Cash Flow	Strategic Plan Review - Competitiveness, Capability	L. Pulsifer to facilitate review. Time: 35 min.	4/28/00	H. Burnley

OPERATIONS BUSINESS TEAM  
April 19, 2000 (DRAFT)

22	Organizational Capability	Quality of Worklife	<i>Presentation made. Will offer coffee service to functions upon request. T. Hanson to revisit Personal Services further when the fitness center opens. DLM &amp; H. Alonso to review sidewalk/roadway possibilities in the vicinity of the O/C &amp; MC. Time: 20 min.</i>	4/28/00	H. Long
23	Quality System Implementation	Quality System Milestone Review for Manufacturing & Leaf	J. Williams to give update. Time: 25 min.	4/28/00	JAC
24	<i>Incentives &amp; Compensation</i>	<i>T &amp; P Presentation</i>	<i>4/28/00 to end at 2:30 to accommodate this presentation</i>	<i>4/28/00</i>	<i>K. Benner</i>
25	Consolidation & Integration	<i>PM USA Data Center Consolidation</i>	<i>J. Amado to make presentation. Time: 30 min.</i>	<i>5/18/00</i>	<i>J. Amado</i>
26	Costs & Cash Flow	ET Project Update	<i>Recommendation accepted on 2/24/00 to slow the process to determine whether equivalent or greater throughputs can be achieved in conjunction with a reduction in downtime. C. Schwartz to review current throughput progress, key issues, shutdown plans and current inventory position at the 5/18/00 OBT meeting. Time: 30 min.</i>	5/18/00	SR
27	Costs & Cash Flow	Manufacturing Yield Measures	Time: 30 min.	5/18/00	SR & M. Saine
28	Costs & Cash Flow	Stemming Update	M. Maher to give update. Time: 1 hr.	5/18/00	M. Farriss
29	Costs & Cash Flow	Symphony Business Case Review	H. Burnley to make presentation. Time: 30 min.	5/18/00	H. Burnley
30	Organizational Capability	Technical Ladder Promotion Review	R. Driver to facilitate. Time: 2 hr. 30 min.	5/18/00	K. Benner
31	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give update. Time: 20 min.	5/18/00	JAC
32	Organizational Capability	Spring Soiree	OBT invited by Engineering. Time: 3:00 - 8:30 p.m.	5/18/00	G. Cummings
33	Costs & Cash Flow	QUARTERLY - Strategic Plan Review	L. Pulsifer to facilitate review by OBT for direct reports.	5/22/00	H. Burnley
34	Competitiveness	Innovation Process	J. N. Smith & B. Mait to make presentation. Time: 1 hr.	6/16/00	U. Nyffeler
35	Compliance	Ingredient Disclosure Model	D. L. Williams to make presentation. Time: 20 min.	6/16/00	R. Cox

**OPERATIONS BUSINESS TEAM**

April 19, 2000 (DRAFT)

36	Compliance	QUARTERLY Review - Warrant Response Plan	Update to be distributed to OBT prior to 6/16/00 meeting. J. Holleran to address any questions briefly at the meeting.	6/16/00	J. Holleran
37	Consolidation & Integration	Production Plan Update	R. Kelly to give update.	6/16/00	H. Burnley & SR
38	Costs & Cash Flow	MONTHLY - Operations Budget Update	April / May review scheduled for the 6/16/00 meeting.	6/16/00	M. Saine
39	Costs & Cash Flow	Repair Parts Inventory Update	M. Gordon to make presentation. Time: 15 min.	6/16/00	SR
40	Costs & Cash Flow	<i>Strategic Plan Review - Cost (Leaf), Cost (DM), Compliance, Communications</i>	<i>L. Pulsifer to facilitate review. Time: 1 hr. 30 min.</i>	6/16/00	H. Burnley
41	Organizational Capability	MONTHLY - Creating the Future Update	<i>R. Driver / RCT to give update.</i>	6/16/00	RCT
42	Quality System Implementation	MONTHLY - Quality System Milestone Review	J. Williams to give update	6/16/00	JAC
43	Compliance	Case Tracking	R. Talley to make presentation.	7/6/00	JAC
44	Costs & Cash Flow	Financial Control Process Improvements	Recommendations made concerning job rotations in certain areas to improve financial controls. OBT members to review job rotation opportunities within their areas and present action plan in 60 days.	7/6/00	M. Saine
45	Costs & Cash Flow	QUARTERLY Review - Strategic Equipment Reserve	R. Arents to make presentation.	7/6/00	G. Cummings & SR
46	Costs & Cash Flow	Strategic Plan Review - Cost (Converting, Other)	L. Pulsifer to facilitate review	7/6/00	H. Burnley
47	Quality System Implementation	Management Review 2	D. Connor & R. Fenner to make presentation. Time: 1 hr.	7/6/00	JAC
48	Organizational Capability	CTF Recognition Efforts	B. Hage to make presentation. Time: 1 hr.	7/20/00	K. Benner
49	Quality System Implementation	SEMI-ANNUAL - Review of PM USA Sanitation Program	D. Chadick to give review	7/20/00	R. Cox & JAC

**OPERATIONS BUSINESS TEAM**  
**April 19, 2000 (DRAFT)**

50	Organizational Capability	PPP & Promotability Ratings	Time: 2 hrs.	9/15/00	K. Benner
51	Costs & Cash Flow	QUARTERLY - Strategic Plan Review	L. Pulsifer to facilitate review by OBT for direct reports.	9/28/00	H. Burnley
52	Compliance	SEMI-ANNUAL Safety System Management Review	D. Merrill & C. Stiff to coordinate review.	10/12/00	DLM
53	Organizational Capability	Organizational Review & Technical Ladder Promotion Review	Meeting to be devoted to this topic.	10/26/00	K. Benner
54	Incentives & Compensation	IC/Stock Review	Time: 2 hrs.	11/9/00	K. Benner